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18 JUN 1971

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Inspector General's Survey of the Office of Personnel

1. Attached are our comments on the recommendations contained in the Inspector General's Survey of the Office of Personnel. Responses to Recommendations 1 and 10 will be provided by the Director of Logistics and Medical Services respectively.

2. There are many comments and opinions expressed in the report that are not translated into recommendations. Further, there is much in the report that we are tempted to refute. It is my opinion, however, that there is little to be gained by arguing against every controversial item raised during the survey. Although we are reviewing and acting where necessary on every suggestion in the report, we have restricted our comments to the numbered recommendations only.



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harry b. fisher
Director of Personnel

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GROUP 1
Excluded from automatic

~~SECRET~~RECOMMENDATION NO. 2

That the SP Career Service be divided into three categories: clerical, technical, and professional. It is further recommended that the SP Career Panel specify qualifications to be presented by individuals in order to enter these career services. It is also recommended that SP career jobs then be keyed to the appropriate career services in order to assure consistent career management practice within each of the three broad categories of employees.

COMMENT

Concur with modifications. The size of our Career Service is not a valid argument either for or against this recommendation. In actual practice, however, we are to a large extent functioning along the lines recommended. The categories include not only clerical, technical and professional, but also quasi-professional (Personnel Assistant positions), and these categories are generally recognized and understood by our careerists. It is true that we have not established (or published) set standards for transition from one category to another; however, this is not to say that criteria are not applied in moving employees from one category to another. Indeed, almost without exception, we arrange professional testing and weigh the employee's total credentials (record of performance, education, and experience) before making such transitions. Admittedly this practice is of recent vintage (past 2-3 years), but it seems equitable and is proving successful in the selection process. We are about to establish an additional Career Panel which will become operative in the next few months. Our Career Board and Panel structure will then provide the following categorical jurisdictions:

SP Senior Career Board

Promotion and Reassignments: Grades GS-13 and above

SP Career Panel

Promotion: Grades GS-11 and GS-12

Reassignments: Grades GS-07 through GS-12

Junior Competitive Evaluation Panel

Promotion: Grades GS-07 through GS-10

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RECOMMENDATION NO. 3

That the Director of Personnel establish, as part of his career management program, a plan which would identify the academic skills needed to provide a balanced staff and that he require SP Careerists undergoing training to take those courses that are most needed by the Office as well as those that are of particular interest to the individual.

COMMENT

Concur. There is no reason why we cannot establish a more definitive plan which will identify the academic skills needed by the Career Service. Until $2\frac{1}{2}$ years ago the Personnel Career Service had no sponsored academic program at all. Our program is new and we recognize the need to modify, refine and improve it as we go along.

RECOMMENDATION NO. 4

That the Director of Personnel initiate an internal Office of Personnel training program for new careerists, designed to give such careerists a knowledge of the fundamental skills of the Office of Personnel.

COMMENT

Concur. I agree that our internal training efforts should be periodically reviewed. Even though our one-week orientation is an excellent one, there may be a need to run it more frequently than every 2-3 months and include more than the present five participants per running. Internal training programs such as the "Curie College" are tied to the number of available participants and tend to wither away when most of our careerists have attended (as was the case with Curie College). Given our limited number of new junior officers each year, I would view such a program as an unjustified luxury at present and would disagree with this aspect of the recommendation. We are currently studying this problem and will in the near future have a more structured program to provide a broader knowledge of functional skills not only to new careerists but to all Personnel Officers.

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RECOMMENDATION NO. 5

That the Director of Personnel:

- a. Abolish the separate "career service" for recruiters, consistent with the career needs of those recruiters who are approaching retirement.

COMMENT

Concur; already accomplished.

- b. View recruiting assignments as rotational rather than permanent in nature.

COMMENT

Concur, with modifications. A rotational assignment in recruitment would provide broadening experience for a Personnel Generalist, who would appreciate thereafter what lies back of an applicant file and would become fully aware of both the human and the public relations implications of our processing and selection actions. On the other hand, our recruitment program undoubtedly is the most varied and selective in the Government, ranging from routine and open pursuit of standardized skills to complicated negotiations to fill specialized and highly sensitive requirements. Success depends upon a "feel" for the qualitative as well as quantitative requirements of Agency components and even more on the recruiter's knowledge of and relationships with the sources in his territory. This lore is not acquired overnight; in fact, experience indicates that it takes about two years for a professional recruiter to develop the breadth of acquaintance and mutual confidence necessary for fully effective representation of the Agency's interests. Our recruiters' success over the years has been related to their continuity in the job. Our caveat, therefore, is that a rotational assignment to field recruitment should generally be for a period of approximately five years.

- c. Assign younger personnel who are in closer communication with the university population to the recruiting function on either a TDY or five-year cycle rotational basis.

COMMENT

Concur, with modifications. As present recruiters reach retirement it is our intention to replace them with younger people. Youth, however, is not the most important attribute of a recruiter, nor is it even of major

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importance. Our own experience, the statements of College Placement Officials, and published research on the subject indicate that the qualities in the recruiter which matter most are such things as warmth and interest, knowledge of his organization, articulateness, ability to keep to the business at hand, ability to listen, and sincerity. If he happens to be relatively young as well, so much the better.

- d. Conduct a study to determine the feasibility of conducting all recruiting on a TDY basis from headquarters.

COMMENT

Concur with modifications. We are concurring in making a feasibility study mainly to determine if there would be any significant economies achieved by substituting all or part of our regional recruiters with TDY personnel from the central office. We do think that potential savings would have to be very significant, because in terms of efficiency of recruitment operations there is little question that the assignment of regional recruiters is of greater advantage. TDY recruitment was tried years ago, and unsatisfactory experience led to the establishment of the present system of stationing recruiters in a strategic relationship to the population and academic centers of the country. If recruitment could be scheduled on a seasonal or other periodic basis, or dealt with standardized types who could be assembled for review in certain places over the country, then a TDY method of operation might be feasible. Such conditions, however, do not exist. Recruitment is a year-round process; requirements are diverse; there is frequent and continuing need for quick follow-up in the field on referrals from headquarters; a wide variety of sources must be exploited; special interest cases with "flap" potential require local-level action to protect or enhance the Agency "image;" etc. We feel that abandonment of regional representation would be a step backward unless economic gains indicate the desirability of altering the regional structure to accommodate some TDY substitution.

- e. Phase this program in such a way that it will minimize the hardships for those loyal and devoted recruiters who have spent their entire Agency lifetime in this occupation and who are now approaching retirement.

COMMENT

Concur; we would not have it otherwise.

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RECOMMENDATION NO. 6

That the secretarial hours in all field offices be established in such a fashion as to ensure an office presence every weekly workday.

COMMENT

Do not concur. Field recruitment offices are not "walk-in" applicant points. Applicants who visit them are there by invitation, after the recruiter has obtained enough information about the individual to determine that an office interview is appropriate. The job of the part-time contract secretary is to take care of the recruiter's clerical needs, at the time when he needs the help, and the work schedule should be arranged with that as the primary objective. It is worth noting that most of these secretaries are older women with family responsibilities who (a) need the money, and (b) find the flexibility of the hours convenient to their personal situations. Turnover among them is remarkably low.

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RECOMMENDATION NO. 9

That the Selection Branch develop a program of scheduled visits to operating components.

COMMENT

Concur. We are doing this, using the Advance Staffing Plan as a mechanism to ensure that both Selection Branch and Placement Branch officers have face-to-face discussions with operating components. Rather than establish a formal schedule, with fixed dates, we are aiming at a continuing program of weekly discussions.

RECOMMENDATION NO. 10

That the Director of Medical Services adopt a policy of pre-EOD medical examinations for clerical applicants.

COMMENT

This recommendation is primarily within the purview of the Director of Medical Services, who does not concur. His comments (copy attached) suggest that the problems identified by the Inspector General are susceptible of solution through changes in the processing schedule. We do not agree entirely with his position and feel that there are possibilities of progress in line with the recommendation which warrant further exploration. It should be noted that OMS presently provides pre-employment medical processing for clerical applicants when there is a question of their meeting Agency medical standards. We withhold further comment pending discussion with OMS.

RECOMMENDATION NO. 11

That the Director of Personnel:

- a. Concentrate his efforts in recruitment of clerical employees on the East Coast and rely to the maximum extent possible on use of recruiters on TDY trips from headquarters.

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Concur in part. We consistently concentrate the clerical recruitment effort in an area which extends roughly from Richmond, Virginia, north through New England, and west to eastern Ohio. From this region we draw approximately 80% of our clerical input. Outside it, Kansas City is a point of concentration simply because there are airline schools located there from which we draw a modest but steady input of well-trained clericals. We have 4 clerical/communications recruiters assigned on a regional basis (in West Virginia, Pennsylvania, and New England) and a fifth, a contract employee, on the West Coast. The general principle followed is that we expect clericals hired from outside the eastern area to be somewhat more mature and experienced than the average, with potential for overseas service. Experience suggests that this pays off. For example, in the two-year period from April 1969 to April 1971 we brought in 1875 clericals. Of these, 357 (19%) came from west of the Mississippi. During that period clerical attrition overall was at an annual rate of about 22%. Of the 357, the loss rate was 14%. We feel that a selective input of clericals from over the country generally is desirable, but will continue to hire as many as possible from the East Coast area. To maintain a steady input we believe the regional deployment of our small force of clerical/communications recruiters is efficient and effective.

b. Sample high school transcript records of clerical applicants on a sufficiently large and continuing basis to determine their utility in forecasting acceptability of clerical applicants.

COMMENT

Concur. We have had some experience in this respect over the years and are not convinced that high school transcripts are nearly as meaningful as predictors of clerical suitability as the recommendation would seem to imply. We will, however, continue our efforts along this line. As a general practice, clerical recruiters consult the guidance and counseling officers and members of the secretarial training staffs in the schools they visit, and get useful evaluations from them. We will encourage them to review transcripts wherever feasible, particularly in doubtful cases.

c. Canvass all components of the Agency annually for unclassified work to be performed by clerical employees in process at

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COMMENT

Concur. We have asked the Chief, Clerical Staffing Branch to undertake this.

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d. Seek professional advice in planning and
implementing improvement in the decor of the [redacted]

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COMMENT

Concur. Chief/CSB has consulted OL's Building Services Division and has prepared a proposal for interior decoration which will be submitted through appropriate channels.

RECOMMENDATION NO. 12

That the Director of Central Intelligence concentrate under his Director of Personnel responsibility for career management of clerical employees, including secretaries, typists, and file clerks; encompassing assignment, promotion, and counseling of individual employees; employing regular advertisement of job vacancies and the qualifications required of applicants who aspire to fill them, and including responsibility to oversee, to counsel, and to assist clerical employees in obtaining training and in applying for professional assignments.

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Do not concur. Practically speaking, this job is just too big for any single office to handle effectively. We have [redacted] clerical positions in the Agency. To comply with the provisions of this recommendation, a permanent structure of considerable size would be necessary. Even then, it is extremely unlikely that its staff counselors could ever be sufficiently aware of the various problems existing in all parts of the Agency relative to clerical staffing to do an effective job of counseling, negotiating reassignments, evaluating and promoting, identifying and publishing job vacancies and monitoring the advancement of clerical employees to professional levels. Ideally, we are in agreement that there should be a central place where any Agency clerical employee could go for advice and action, particularly where the desire and need of a reassignment is the problem. At the present time (with the possible exception of the Clandestine Service Career Service) a clerical employee must depend upon assistance given within his or her own component. The hard fact is that in most of the Agency it is only to the extent that an individual's supervisor or administrative officer will assist with the use of personal contacts that a clerical employee can move across career service or component lines if he or she wishes a change of assignment. We are, to some degree, attempting

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to serve as a central source for advice and guidance to younger clerical employees. The Chief, [redacted] often counsels young clerical employees who return to her with problems if they arise fairly early in the individual's career. We also maintain the senior secretarial roster of secretaries at the GS-07 and above level in our Staff Personnel Division. This, too, involves active counseling by a senior personnel officer. Perhaps we can, in the future, expand on these activities but at this time we believe the most that can be done in terms of this recommendation is to suggest its modification to the establishment at each Directorate level (as the Clandestine Service has already done) a clerical career service which will permit a centralized overseeing of the development and employment of clerical employees in all the career services falling under the Deputy Director's jurisdiction.

RECOMMENDATION NO. 13

That the Director of Personnel assemble his Plans and Review Staffs and his SIPS systems personnel, when available, into a consolidated Planning and Systems Staff attached to his immediate office.

COMMENT

Concur with modifications. This is a logical recommendation. Most Plans Staffs report to the Office Heads and at a later time I may recognize the office that way. At the present, however, the two staffs under the DD/Pers/P&C have been completely responsive to my needs. Further, the physical co-location of these two staffs with the DD/Pers/P&C, in another building, provide the Chiefs of these Staffs with the daily guidance of a senior Office of Personnel official.

RECOMMENDATION NO. 14

That the Director of Personnel initiate prompt action to ensure positive and continuous control and location of all Official Personnel Files. This should include scheduled physical inventory of files to verify location and control records.

COMMENT

Concur. We are investigating a better method of controlling and locating Official Personnel Files. To this extent we have checked with other Government agencies as to their methods and are currently investigating the use of a computer-based system.

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COMMENT

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RECOMMENDATION NO. 15

- a. Review the manpower resources needed by PMCD to carry out its full mission and responsibility and adjust the T/O of PMCD accordingly.

COMMENT

Concur. We have requested additional ceiling positions for FY 1972. Currently we have staffed PMCD with 19 employees although there is only a personnel ceiling of 16 allotted.

- b. Develop a rotational plan for professional position classifiers.

COMMENT

Concur with modifications. In consideration of the fact that our entire Supervisory Staff will be retiring by 1976, we (1) have returned an experienced classifier who has been on rotation to prepare him for a supervisory position; (2) will in the next month transfer to PMCD a competent GS-14 who has had previous PMCD experience as a branch chief. We will also plan for other rotations as appropriate, but we believe that there is a small hard-core group whose talents do not lend themselves to diversified professional development.

- c. Assign well-qualified young personnel officers to the Division.

COMMENT

Concur. In the last 13 months there have been seven younger officers transferred into PMCD indicating substantial compliance with the recommendation concerning younger officers.

RECOMMENDATION NO. 16

That the Director of Personnel study the workload demands upon the Central Processing Branch subsequent to overseas personnel reduction programs, such as BALPA and OPRED, to determine the manpower needs of the Branch.

COMMENT

Concur. This study is underway.

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RECOMMENDATION NO. 17

That a careful review be conducted to determine if the use of this discount package travel plan is both economical and operationally useful for both PCS and TDY travel.

COMMENT

Concur, with modifications. Based on our experience with [redacted] travel, we concur in the comments made in paragraph 17 of the survey report and in the recommendation. Our concurrence is modified, however, inasmuch as the review should be conducted by the Office of Logistics, which originally initiated the [redacted] proposal. We have discussed this with the Deputy Director of Logistics, who has agreed to conduct the review recommended.

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RECOMMENDATION NO. 18

That the Director of Personnel convert the store employees to a non-staff basis as soon as possible, making the maximum use of annuitants.

COMMENT

Non-concur. We must note at the outset that the EAA store was organized primarily as a means of developing an additional source of revenue to support other EAA activities. A secondary purpose was to offer Agency employees a new discount purchase service. In addition, it was essential that the store become totally self-sustaining. To date, the store has fulfilled all requirements; income levels have been sufficient to meet the needs of the EAA; the store is providing a significant service to employees; and as noted in the survey report, the store is self-sufficient. With the retirement of the GS-13 manager, additional income will result from the difference between his salary and that of the present manager. Consequently, there is now no difference between the current manager's salary and what we would pay to a manager hired by contract.

On the use of annuitants: if we were to find some well-qualified annuitant who could fulfill the requirements of a vacancy, we would consider employing him, but we do not concur in the use of annuitants as a matter of policy in the two managerial positions in the store. For the other positions (sales, bookkeeping and clerical) the use of annuitants would certainly be considered. All but one of the employees in these positions are on contract and one is an annuitant.

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